

Executive Summary

The Redevelopment Plan for the Northwest One Neighborhood (NW1) is comprised of three critical elements – a physical Master Plan, a Human Capital Plan and a Development and Finance Strategy. Based on the New Communities Initiative, redevelopment of Northwest One must include the “human architecture” along with the physical architecture. Current families must be supported and have the tools necessary to prosper and flourish as their neighborhood evolves.

1. Background

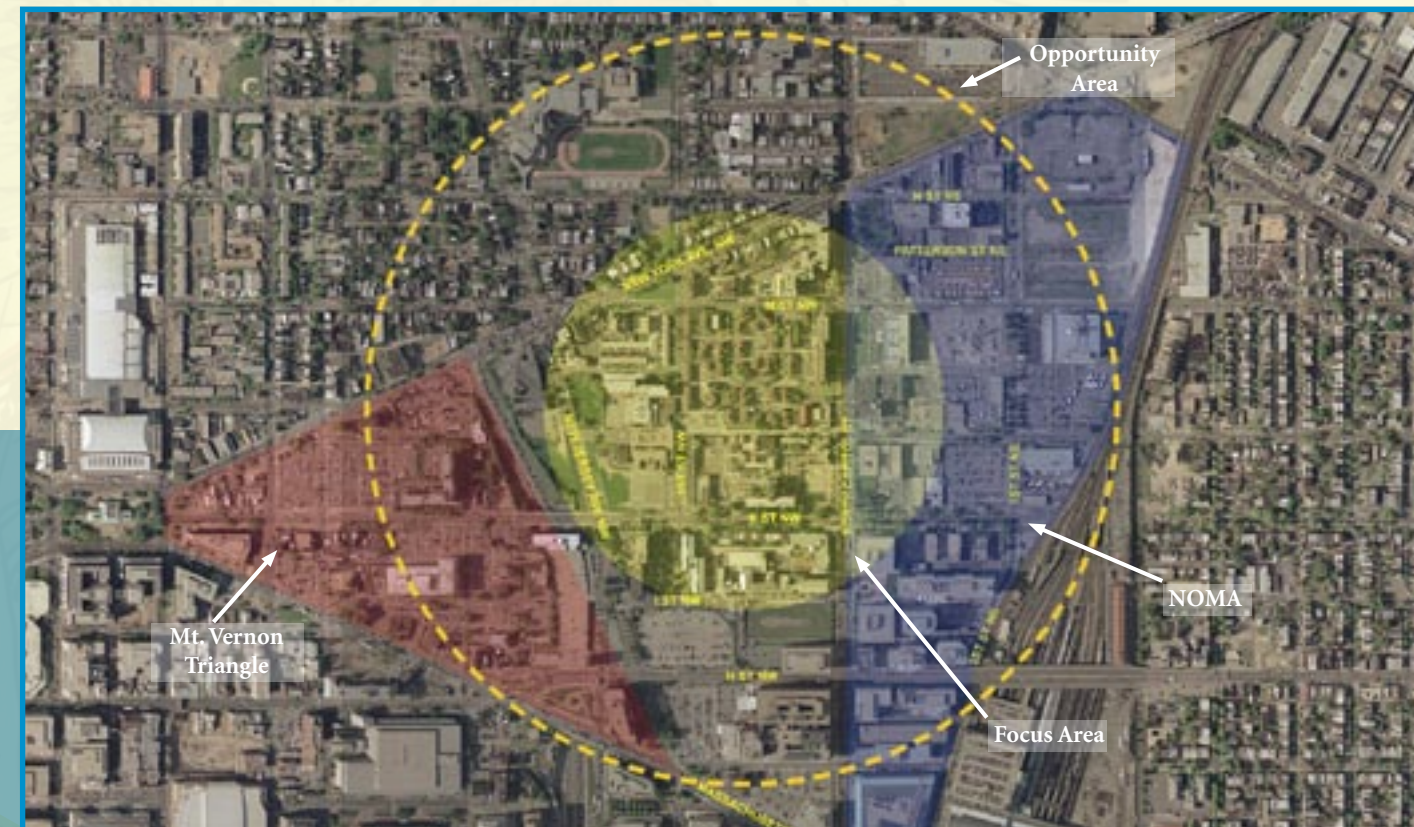
In January 2005, the District of Columbia, in collaboration with the Northwest One Council, initiated a public planning process to revitalize a large portion of the Northwest One neighborhood.

The project’s goal was straightforward – to create a vibrant mixed-income community where residents have quality housing options, real economic opportunities and access to appropriate human services for adults and children. The plan recognizes the need to address four critical issues – a high concentration of violent crime, poverty, distressed housing and strong development pressures in the neighborhood. It was also based on the immediate need to address the physical and financial distress of three deeply subsidized housing developments – Sursum Corda Cooperative, Temple Court Apartments and the Golden Rule Center.

Northwest One is located between two rapidly changing neighborhoods – Mt. Vernon Triangle and the area known as NOMA (North of Massachusetts Avenue). Both of these neighborhoods are undergoing tremendous change. Change in these neighborhoods along with recent major decreases in crime, the potential easing of affordable housing restrictions and growth around the neighborhood have dramatically increased development interest and pressure in NW1.

2. Goals

This plan proposes steps to manage redevelopment and growth for a neighborhood in the path of gentrification. The main goal is to ensure that low-income families are equipped to live and prosper in their changing neighborhood. The



plan examines ways to rebuild the physical and human architecture of the neighborhood – protect and expand affordable housing; provide families with the tools to become self-sufficient; rebuild community anchors such as schools, libraries and recreation centers; and most importantly engage residents in decisions regarding their future.

The Northwest One Redevelopment Strategy serves as a roadmap for the creation and expansion of a new socially and economically integrated neighborhood, new housing, roads, public facilities and community amenities. The vision and principles were developed through intensive consultation with residents and other stakeholders, including most District agencies, local community organizations, non-profits, local foundations, churches, resident associations, schools, the Northwest One Council and neighborhood residents.

3. Vision & Principles

The vision for NW1 includes a vibrant mixed-income community where residents have quality housing options, real economic opportunities and access to exceptional human services for adults and children. It is a community where all families have the tools and skills to sustain themselves and prosper in a dynamic environment.

The key guiding principles developed in partnership between the District of Columbia and the Northwest One Council include:

- a. **Development of a Mixed-Income Community** – Ensure the long term viability of the neighborhood and its current families, and provide a range of housing and amenity options for a range of incomes.
- b. **One for One Replacement of Deeply Subsidized units** – Ensure that there is no net loss of the existing 520 deeply subsidized units in the neighborhood.
- c. **Right to Return/ Right to Stay** – Ensure that current families will be able to afford to remain in their neighborhood if they choose and will not be excluded based on economic factors.
- d. **Build First** – Construct new housing on publicly controlled lands prior to the demolition of existing distressed housing to minimize displacement and disruption.

4. Plan and Concepts

The plan makes detailed recommendations for improvements in housing, public facilities, urban design, parks and open space and transportation. Key elements of the physical revitalization plan for the Northwest One neighborhood include:

- Establishment of a vibrant new neighborhood that reflects the historic patterns and traditions of one of the most livable neighborhoods in the District of Columbia
- Creation of a mixed-income community of approximately 1700 housing units which include the one for one replacement of the existing 520 deeply subsidized units and the remaining units equally subdivided between affordable and market-rate units
- Reconstruction of a new consolidated K-8 public school to replace Walker Jones Elementary School and Terrell Junior High School, fronting New Jersey Avenue.
- Construction of a new community recreation center – including a gym, multi-purpose rooms, wellness center and a pool – next to the new school, along with new recreational open space including a soccer field, baseball diamond and several playgrounds.



- New retail along K and North Capitol Streets including restaurants, dry cleaners, bookstores, and drugstores, as well as space suitable for a market or a small grocery store.
- Establishment of a cultural gateway to the community comprising a new 5,000 square foot library and a new health clinic to replace the existing Walker Jones Health Clinic
- Creation of a new neighborhood “main street” along K Street that links with the developing K Street promenade in Mount Vernon Triangle
- New street patterns, low density buildings and public open spaces within Northwest One that provide neighborhood definition and create a sense of place appropriate for family living
- New infill development along North Capitol Street which extends its identity as a grand avenue
- Establishment of New Jersey Avenue as a new two-way neighborhood avenue with the new school and new housing fronting it and the Capitol as its vista
- Preservation of many of the existing institutions within the neighborhood, including Perry School, Holy Redeemer Church, Mount Airy Baptist Church, St. Phillips Church, St. Aloysius Church and their attendant programs and services.

5. Human Capital Plan

As equally important as the Master Plan, the Human Capital Plan in the Northwest One Redevelopment Plan describes and formalizes the goals and objectives essential for residents to achieve self reliance and an improved quality of life. The Human Capital Plan responds directly to residents’ needs as identified through a neighborhood survey conducted in May 2005 and augmented by data from the District of Columbia. The Human Capital Plan is tailored to and builds upon the existing assets and residents of the Northwest One neighborhood and leverages other District resources.

The Human Capital Plan recommends an implementation strategy to address the human capital needs of residents and improve their formal and the informal support networks. It also provides cost estimates for implementation, program design and operation, plan management, evaluation and reporting.

The Human Capital Plan was developed through a public engagement process that included information gathering and data collection from a series of small group public meetings, town hall meetings, focus groups and one-on-one meetings with stakeholders. Coupled with surveying, research and data assessment six areas of critical emphasis to strengthen the human and social capital of the community emerged:

- 1) Economic Opportunity
- 2) Education and Recreation for All Ages
- 3) Safety and Security
- 4) Physical and Mental Health
- 5) Senior Programming
- 6) Community based Technology.

The Human Capital Plan proposes goals and activities for each area of critical emphasis to support success and measure progress. These goals and activities can be phased over the next five years to ensure coordination with the initial phases of physical redevelopment.



6. Development and Finance Strategy

The Development and Finance Strategy provides key recommendations on site control, phasing, schedule and estimated sources and uses of this redevelopment effort to ensure that successful implementation of this mixed-income community can happen in a reasonable timeframe.

The total estimated cost to complete the NW1 Redevelopment Plan, including the Master Plan and the Human Capital Plan, will be approximately \$550 million. Public investments in community amenities alone total more than \$30 million. Key costs to develop the plan include upfront public investments, land acquisition costs and overall development costs. The District can harness the strong market in the area and use the profits and cash flow from the market rate units to help reduce the public investment necessary. However, despite this, there is still a significant public investment required to support the development of a truly mixed-income community. The use of bonds backed by a portion of the Housing Production Trust Fund is a critical public investment needed in order to leverage over \$400 million of additional funds for the Northwest One Redevelopment Plan.

Site control remains the key issue to implementing the plan. Approximately forty percent of the 28 acres required to implement the plan are under private ownership. Due to the complexity and interconnectedness of the execution of the Redevelopment Plan and to ensure a truly mixed-income community, it is recommended that the District and its public sector partners NCRC and the Housing Authority assemble all the land to effectively control and implement phasing, demolition, relocation, site preparation, and new construction of infrastructure improvements, amenities and housing.

In the Guiding Principles, the District committed to minimize any potential temporary displacement and maximize the number of one-time moves for residents. The Development and Finance Strategy outlines a Build First method that will ensure the construction of more than 700 hundred units of housing during the first two phases on several parcels controlled by the District. This will provide the opportunity for more than sixty percent of Northwest One’s families to do a one-time move.

